

# **3 FAM 2720 TRAINING FOR PROFESSIONAL DEVELOPMENT**

*(TL:PER-420; 09-25-2001)*

## **3 FAM 2721 SCOPE**

### **3 FAM 2721.1 Levels of Training**

*(TL:PER-352; 11-21-1971)*

*(State Only)*

*(Applies to Foreign Service and Civil Service Employees)*

Training for professional development of members of the Civil Service and Foreign Service is structured to meet the needs of personnel at entry, middle and senior levels to fulfill the core responsibilities of their specialty and assignment. Participation in the programs described in this subchapter is arranged either through the Foreign Service assignments process (see 3 FAH-1 H-2710), and/or as determined by an employee's supervisor and/or training officer.

### **3 FAM 2721.2 Eligible Personnel**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service and Civil Service Employees)*

The programs described in this subchapter are available to Civil Service personnel including members of the Senior Executive Service; Foreign Service generalists (Foreign Service officers, Foreign Service officer career candidates, and members of the Senior Foreign Service); Foreign Service specialists; and *Foreign Service Nationals as noted (see 3 FAM 2728).*

### **3 FAM 2721.3 Selection and Assignment to Training**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service and Civil Service Employees)*

a. Supervisors and bureau *and/or post* training officers are primarily responsible for *identifying training needs, selecting employees for training, and determining and scheduling training deemed appropriate.*

b. *Additionally, the Office of Career Development and Assignments (HR/CDA) is responsible for scheduling appropriate training for Foreign Service officers, officer career candidates and specialists preparatory to their onward assignments. HR/CDA shall establish criteria for the fair and equitable selection and assignment of employees to training consistent with merit system principles.*

c. *The employee shares the responsibility for identifying training needs, and is primarily responsible for making training requests to supervisors and bureau training officers, and otherwise ensuring that his or her training needs are assessed properly and met.*

d. *Employees also may apply for additional training they feel will improve their skills or enhance their careers, subject to the approval of their supervisor, their bureau/post training officer and/or assignments officer, and the availability of funds.*

## **3 FAM 2722 ENTRY LEVEL TRAINING**

### **3 FAM 2722.1 Objectives**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service and Civil Service Employees)*

Entry level training programs are intended to provide an orientation to the work assignments and environment of the Department of State and to instill in Civil Service and Foreign Service personnel the knowledge and skills *that* will enable them to perform their duties.

### **3 FAM 2722.2 Orientation**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service and Civil Service Employees)*

a. Upon appointment to the Department, all personnel are enrolled in an orientation program at the Foreign Service Institute that

(1) Introduces employees to the functions and responsibilities of the State Department;

(2) Familiarizes employees with the basic rules, responsibilities, and nature of their employment including *potential career paths*; and

(3) Prepares employees for their initial assignment.

b. The orientation program is open to newly hired *employees*. Personnel of agencies other than the Department may be enrolled subject to agreement between the Department and the agency concerned.

### **3 FAM 2722.3 Functional Training**

(TL:PER-420; 09-25-2001)

(*State Only*)

(*Applies to Foreign Service and Civil Service Employees*)

a. Civil Service employees will receive functional training, as needed, to perform their duties. This can consist of training available through FSI or, if FSI does not provide the training, from external training sources, and/or on-the-job training.

b. Prior to each assignment, Foreign Service officer career candidates and specialists will receive preparatory training appropriate to the position to be occupied. Subsequent training is, as a general rule, programmed at the time each onward assignment is made.

### **3 FAM 2722.4 Language Training and Area Studies**

(TL:PER-420; 09-25-2001)

(*State Only*)

(*Applies to Foreign Service Only*)

a. The Office of Career Development and Assignments (*HR/CDA*) schedules appropriate language and area studies training for Foreign Service career candidates assigned to language-designated positions (LDPs). If, at the time of appointment, a candidate lacks the language proficiency required by 3 FAM 2730, *HR/CDA* will arrange training in conjunction with assignment to an LDP.

b. When assigned to LDPs, specialists will receive preparatory language and area studies training appropriate for the individual employee in order to attain the proficiency specified for the position (see 3 FAM 2730).

c. Familiarization and/or short term (FAST) language courses and related area studies are provided for personnel assigned to language-preferred positions (LPPs) and, to the extent that resources permit, are available for personnel proceeding to *non-LPPs or non-LDPs* (see 3 FAM 2730).

## **3 FAM 2723 MID-LEVEL TRAINING**

### **3 FAM 2723.1 Objectives**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service and Civil Service Employees)*

Mid-level training programs are intended to enable personnel to enhance and broaden their qualifications in their individual professional fields. For officers and specialists in both Services, mid-level training is an essential element in preparation for management and senior responsibilities. The emphasis in mid-level training is on:

- (1) Skills *and knowledge* pertinent to the major functions (administrative, consular, economic and/or commercial, *public diplomacy*, and political) of the Foreign Service;
- (2) Advanced instruction for Foreign and Civil Service specialists in their particular areas of expertise, specialization, and/or position of assignment;
- (3) Overall management ability;
- (4) Policy analysis and formulation, including a practical appreciation of the roles played by key elements of the U.S. Government and U.S. society in the conduct of U.S. foreign relations; and
- (5) Specialized expertise (including, where needed, language proficiency) in foreign countries and regions.

### **3 FAM 2723.2 Long Term Training Programs**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service and Civil Service Employees)*

a. Long-term training and professional development programs are available from many sources, including U.S. Government training organizations, universities, and private corporations. Information on many of the professional training and development programs available to Department employees may be found in the Bureau of *Human Resources's* comprehensive Guide to Professional Development and Training Programs for Civil Service Employees and Long-Term Training Announcement (see 3 FAH-1 H-2710).

b. FSI, HR/CDA, and HR/CSP are responsible for long-term development programs. The specific programs available to Department

employees vary from year to year, and are reflected in the annual Long-Term Training Announcement as well as Department Notices on specific training and development opportunities. Selection procedures and requirements are explained in the announcements, which also identify the appropriate point-of-contact in the Department. *Selections are made in accordance with merit principles.*

c. *For the purposes of this subsection only, “long-term training” means training opportunities that are announced in the Long-Term Training Announcement, or that are otherwise designated as long-term training by FSI (generally training in excess of six weeks duration).*

d. **University Training:** Long-term training for individual employees at universities in the United States may be provided in various subjects such as area studies, economics, management and public administration, national security, political-military affairs, *communications*, natural resources, labor movements, and *other* issues pertinent to foreign relations.

e. **Training Abroad:** Long-term training and exchange programs at institutions abroad offer *unique* opportunities to develop area expertise and improve language skills.

f. **Programs with nongovernmental organizations (NGOs):** Professional development opportunities are available for State Department personnel in programs sponsored by private-sector and other nongovernmental organizations such as the American Political Science Association (Congressional Fellowship Program) and the Executive Council on Foreign Diplomacy which arranges assignments with U.S. corporations. Employees interested in these programs should refer to the Notice of Assignment Opportunities Outside the Department of State, prepared and issued annually by HR/CDA.

g. **U.S. Government sponsored programs with bureau funding:** *HR/CSP also announces and coordinates a number of external training opportunities for Department employees, most of which are funded by the participating employees’ bureaus. These include the USDA leadership development programs (e.g., the Executive Leadership Program for Mid-Level Employees), Congressional fellowships, and the Joint Military Intelligence College after-hours Master’s Degree Program in Strategic Intelligence.*

h. **Individual study (e.g., fellowships and sabbaticals):** Through various organizations and universities, fellowships are available to Department employees for individual study programs.

i. **Assignments to other Federal agencies and to State and local governments:** Assignments to other Federal agencies, the Congress, and to State and local governments provide an additional means to achieve the goals

of the mid-level training program. Information about opportunities available through the Special Domestic Assignment (Pearson) Program and other programs is disseminated annually to all posts and offices in the Notice of Assignment Opportunities Outside the Department of State prepared by HR/CDA.

### **3 FAM 2724 SENIOR TRAINING**

#### **3 FAM 2724.1 General**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service and Civil Service Employees)*

a. The senior training program is directed toward Department employees, both Foreign Service and Civil Service, who can be expected to qualify for high-ranking executive responsibilities. Participants are selected from the officers who are either members of the Senior Foreign Service (SFS) and Senior Executive Service (SES) *or who are competitive for entry into the SFS and SES*. Senior training focuses on policy formulation, leadership, program direction, and the inter-agency context of U.S. foreign policy.

b. See also 3 FAM 2750 - *Executive Development Program*.

#### **3 FAM 2724.2 Training for Senior Representatives**

*(TL:PER-352; 11-21-19971)*

*(State Only)*

*(Applies to Foreign Service and Civil Service Employees)*

This program is for Foreign Service personnel at the FS-1 level and for Civil Service employees at the GS-15 equivalent who have demonstrated potential to rise to the senior ranks of the Department. Each participant in the program will receive training at one of several institutions, such as the National Defense University (including the National War College and the Industrial College of the Armed Forces), the war colleges of the individual armed services, universities, or other institutions (e.g., the Atlantic Council). Selection procedures and specifics on each year's program are announced annually in the Long-Term Training Announcement.

#### **3 FAM 2724.3 The Senior Seminar**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service and Civil Service Employees)*

The Senior Seminar is a nine-month program conducted by the Foreign

Service Institute and *offers* the highest level of executive training in foreign affairs offered by the U.S. Government. Each year a limited number of highly-qualified Foreign Service and Civil Service personnel at the grades of FE-OC, SES, FO-1, and GS and/or GM-15, from the Department of State and other agencies are chosen for this course, *based upon past performance and current potential, and in accordance with merit principles.*

### **3 FAM 2725 TRAINING SOURCES**

(TL:PER-420; 09-25-2001)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

Training opportunities for Department of State employees are available from the following sources:

- (1) The Foreign Service Institute (FSI) of the Department of State;
- (2) Training programs for specialists are conducted by FSI and other elements of the Department. FSI has the primary responsibility for functional training in specialist categories such as secretaries, administrative specialists, and information systems manager training for all personnel;
- (3) Functional training for security personnel (including special agents, couriers, and security engineers) is carried out by the Bureau of Diplomatic Security. Supplemental functional training—for example, administrative and management courses, is *conducted* at FSI as *necessary*;
- (4) Universities and colleges, either under long-term training opportunities described in 3 FAM 2750, *and after-hours or individual study (e.g., fellowships, sabbaticals); and*
- (5) Other U.S. Government and non-U.S. Government training facilities and vendors.

### **3 FAM 2726 PROGRAMS CONDUCTED BY THE FOREIGN SERVICE INSTITUTE**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service and Civil Service Employees)*

a. *Training programs conducted by FSI, including correspondence and distance learning courses, are listed in its annual Schedule of Courses which is available through:*

*(1) The FSI web page on the State Intranet;*

*(2) The quarterly Department-issued INFOGUIDE CD-ROM;*

*(3) The FSI schedule of courses published in issues of State Magazine;*

*(4) Individual course announcements disseminated via Department notices; and*

*(5) Other official sources. These sources provide schedules, eligibility criteria, and enrollment procedures for FSI training courses.*

b. Form DS-755, Request for Training, is used when applying for training programs, including correspondence and distance learning courses, and self-study courses, conducted by FSI. A training request initiated by an employee requires approval of the employee's supervisor and of the bureau or post training officer.

### **3 FAM 2727 EXTERNAL TRAINING PROGRAM**

#### **3 FAM 2727.1 General**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service and Civil Service Employees)*

a. To encourage employees to enhance their professional qualifications, the Department *may* pay tuition (subject to the availability of funding and within prescribed limits) for approved after-hours study in the United States and abroad and funds participation in approved training programs, including correspondence courses, conducted by other U.S. Government agencies or by non-U.S. Government organizations.

b. To facilitate this training, the Department, through the FSI, operates the External Training Program.



c. Tuition can either be funded centrally from the External Training Program or from an employee's bureau of assignment.

### **3 FAM 2727.2 Information about Program**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service and Civil Service Employees)*

a. Employees seeking to identify suitable external training opportunities may direct inquiries to the External Training Program, Office of the Registrar, FSI, or to their bureau and/or post training officer. Inquiries should be specific about the type and level of training desired.

b. Employees *also* may find it useful to contact educational institutions and U.S. Government agencies for catalogs and other information about training programs *available outside the Department*.

### **3 FAM 2727.3 General Limitations**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service and Civil Service Employees)*

a. Training is subject to the availability of funds.

b. Students who withdraw from an external training program for other than officially-approved reasons, who fail to complete training satisfactorily, or who voluntarily terminate their employment before completing training, are required to pay the cost of the training.

c. All training must be approved and funded prior to enrollment. No reimbursement will be made for training costs after training has begun or been completed.

d. Fees for extension of time in correspondence courses are the responsibility of the employee.

e. Tuition costs may not be split. An employee cannot pay part of the course costs and the bureau or FSI pay the remainder, nor may a bureau pay part, and FSI pay the remainder.

f. The External Training Program does not fund conferences and seminars, although bureaus and/or posts may. Requests must be submitted through the External Training Program.

g. Requests for external training will not be approved if similar training is available at FSI.

h. *The U.S. Government does not fund training to obtain an academic degree except for certain shortage occupations, or if the degree is merely an incidental byproduct of the training.*

i. *The Department has the authority to require employees to agree to continue in service for specified periods of time as a condition of authorized training.*

### **3 FAM 2727.4 Limitations on After Hours Study**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service and Civil Service Employees)*

a. Courses offered for credit must be taken for credit, and noncredit courses are approved only in exceptional cases.

b. *The Foreign Service Institute's External Training Program does not pay for books and registration fees. Bureaus, however, may decide to fund these costs separately out of their own budgets.*

c. After-hours language study may be authorized in cases when extraordinary justification exists to provide language training at local educational institutions.

### **3 FAM 2727.5 Guidelines and Procedures**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service and Civil Service Employees)*

Guidelines and procedures for the implementation of the External Training Program are published in 3 FAH-1 H-2720.

# **3 FAM 2728 FOREIGN SERVICE NATIONAL TRAINING PROGRAMS PROVIDED BY THE FOREIGN SERVICE INSTITUTE**

## **3 FAM 2728.1 General Information**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service Nationals Only)*

*a. General policy regarding training of Foreign Service Nationals (FSNs) can be found in 3 FAM 7631. Nothing contained in this section negates the existing authority of the heads of establishments abroad to determine and provide appropriate training for FSNs working at post. Nothing in this section shall have the effect of superseding local labor laws where applicable.*

*b. This section provides information regarding FSN training programs offered by and through the Foreign Service Institute both in the United States and abroad. The procedures and information contained within supplement 3 FAM 7630; 3 FAH-2 H-136 applies only to non-FSI training arranged for by post abroad.*

*c. FSN training programs provided by FSI are designed to teach FSNs how best to perform their official duties, contribute to the operation of posts, and maintain and improve their skills and knowledge. The programs include training provided in the U.S., regional or local workshops, and self-study correspondence and distance learning courses.*

## **3 FAM 2728.2 Types of Programs**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service Nationals Only)*

*a. **In the United States:** The Foreign Service Institute offers a variety of courses designed for development of core and specialized competencies for FSNs, including Administration, Consular, Economic and Commercial Affairs, Information Management, Office Management, Political, and Public Diplomacy, which are held at the National Foreign Affairs Training Center in Washington, D.C.*

b. **Regional Workshops:** *The Foreign Service Institute, in partnership with regional bureaus, arranges regional workshops for FSNs, either solely or in conjunction with training provided to other post staff, on such topics as Administration, Consular, Economic and Commercial Affairs, Information Management, Office Management, Political, and Public Diplomacy, as well as on Customer Service, Crisis Management, and Supervisory Skills.*

c. **Self Study:** *The Foreign Service Institute offers a wide range of self-study courses available to FSNs in both multimedia and non-multimedia formats.*

### **3 FAM 2728.3 Responsibilities**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service Nationals Only)*

a. *The Foreign Service Institute is responsible for establishing and maintaining Washington-based training programs and for advertising and announcing training opportunities available to FSNs. This information is provided through the annual FSI Schedule of Courses, through the FSI web site, and/or through Department Notices and cables to the field. FSI funds tuition costs for State FSNs. Other agencies must pay tuition costs for their FSN employees. In general, posts or bureaus should expect to fund all travel and per diem costs associated with FSN training. For particular course offerings, however, FSI may provide full or partial funding for travel and/or per diem costs for State FSNs. Inquiries about the courses and funding should be referred initially to the FSI division offering the course.*

b. *The post nominates qualified candidates for training. Post is responsible for assisting FSN employees selected for training with the preparation of travel orders, obtaining travel advances, and making travel and lodging arrangements, as needed.*

c. *The appropriate FSI program office reviews nominations and selects participants, in coordination with the respective regional bureau, as appropriate. Some courses (e.g., correspondence) do not require regional bureau review.*

d. *Non-State agencies are responsible for the payment of tuition costs to State/FSI if their FSNs participate in FSI training programs, and for all associated travel, per diem and miscellaneous costs.*

e. *Appropriate Department elements provide personnel to meet with FSNs in Washington and to give briefings on topics related to their work and field of expertise. Regional bureaus are responsible for arranging any special consultations not included as part of the FSI training.*

### **3 FAM 2728.4 Basic Criteria for Nominations**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service Nationals Only)*

*In making nominations, post will consider FSNs who meet the following criteria:*

- (1) The “target audience” criteria outlined in the FSI provided course description;*
- (2) Demonstrate a high potential for more responsibility and effective work in the Department’s interest, and have proven to be dependable, cooperative, and adaptable in new situations;*
- (3) Meet the English language requirement for the proposed course (This does not apply for those courses designed to improve English language skills.);*
- (4) Have agreed to the terms of the Continued Service Agreement below, and*
- (5) Are certified by the regional security officer for continued employment, and are eligible for visas to enter the United States if the training is to be held in the United States.*

### **3 FAM 2728.5 Continued Service Agreement**

#### **3 FAM 2728.5-1 When Required**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service Nationals Only)*

*a. FSNs nominated for FSI sponsored training lasting more than one week (40 hours) must sign a Continued Service Agreement (CSA) which constitutes the employee’s agreement to continue his or her employment with the U.S. Government for at least 12 months after the completion of the training. Post shall retain the CSA for the duration of the agreement. CSAs are available on the FSI web site.*

*b. Post should retain a copy of the signed CSA for their future reference, and must confirm in the nomination cable that the FSN candidate for training has signed a CSA, if required. Nominations without this confirmation will not be considered.*

c. CSAs are not required for FSI correspondence and distance learning courses.

### **3 FAM 2728.5-2 Nature of Agreement**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service Nationals Only)*

a. *The employee is required to agree to the following conditions:*

*(1) To continue in the service of the U.S. Government after the completion of training for a period of at least 12 months, unless involuntarily separated; and*

*(2) If voluntarily separated before completion of the training or completion of the required period of continued service, to reimburse the U.S. Government the cost of the training incurred by the U. S. Government, unless the employee is exempted as provided by 3 FAM 2728.5-5.*

b. *Time while on leave without pay does not count toward completion of the period of service required to comply with a continued service agreement unless the employee is on leave without pay for purposes of receiving payments under the Federal Employee's Compensation Act.*

### **3 FAM 2728.5-3 What Reimbursement Covers**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service Nationals Only)*

*The reimbursement may include tuition and matriculation fees, other related services and facilities, per diem, travel, and transportation expenses directly related to the training. It will not include salary or allowances for the period of training.*

### **3 FAM 2728.5-4 Recovery of Funds**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service Nationals Only)*

*If any FSN fails to fulfill his or her CSA or to reimburse the U.S. Government for expenses related to the training program, the amount of such expenses is recoverable by the U.S. Government from such employee or the employee's estate by withholding from any monies owed the employee by the U. S. Government or by other means of collection as permitted by law.*

### **3 FAM 2728.5-5 Waiver of Right of Recovery**

*(TL:PER-420; 09-25-2001)*

*(State Only)*

*(Applies to Foreign Service Nationals Only)*

*Post in consultation with FSI may waive in whole or in part any right of recovery whenever recovery would be against equity and good conscience or against the public interest.*

### **3 FAM 2729 UNASSIGNED**